

The Army Plan . . . A STRATEGIC FRAMEWORK





THE STRATEGIC FRAMEWORK

21st Century Security Environment

"An Era of Uncertainty, Unpredictability, Misinformation and Misconceptions" Four Challenges:

Traditional, Irregular, Catastrophic and Disruptive

Vision

Relevant and Ready
Landpower in Service to
the Nation

Mission

Provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies

Four Overarching and Interrelated Strategies

Key and Supporting Initiatives

IORROV

THE ARMY VISION

Relevant and Ready Landpower in Service to the Nation

The Nation has entrusted the Army with preserving its **peace** and **freedom**, defending its **democracy** and providing **opportunities** for its Soldiers to **serve** the country and

develop their skills a _______



To fulfill our solemn obligation to the Nation, The Army Vision is to remain the preeminent landpower on earth—the ultimate instrument of national resolve—that is both ready to meet and relevant to the challenges of the dangerous and complex 21st Century Security Environment.



The Ways To Achieve The Vision Are Through These Four Overarching and Interrelated Strategies

Provide Ready and Relevant Landpower for the 21st Century Security Environment

Train and Equip
Soldiers to Serve as
Warriors and Grow
Adaptive Leaders

Provide Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality



STRATEGIES

Provide Ready and Relevant Landpower for the 21st Century Security Environment

- Support Current Global Operations with Relevant and Ready Landpower
 - Implement the Army Force Generation Model
 - Rebalance the Active and Reserve Component
 - Grow the Operational Army by 40,000 Soldiers
 - Reset the Force
- Build a Campaign-Quality Modular Force with Joint and Expeditionary Capabilities for Today and Tomorrow
 - Continue Conversion to a Brigade-Based, Modular Force
 - Develop LandWarNet Operational Capabilities
 - Restructure Army Aviation
 - Develop the Future Combat Systems including the insertion of advanced capabilities in the Current Force



FUTURE COMBAT FORCE STRATEGY

Continually transition the current Army Modular Force to the future Army Modular Force by:

- Spinning-out FCS-based capabilities, such as active protection, networking, unattended sensors and munitions, and unmanned aerial and ground vehicles into the current force
- Integrating OIF/OEF lessons learned in the areas of doctrine, organization, training, and leadership as well as other advanced technologies into the future force
- Incorporating advanced manned combat platforms developed in the FCS Program



Current

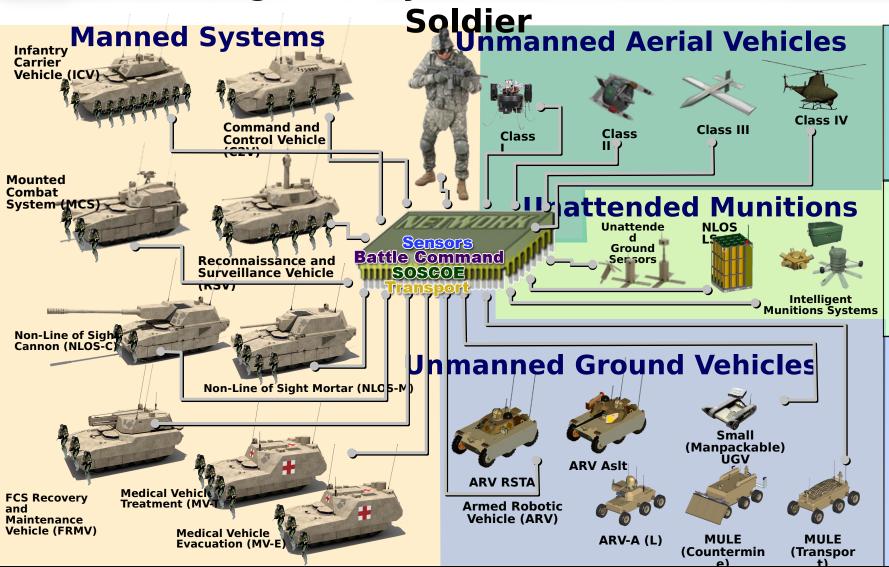
Future





FCS Brigade Combat Team...

18 Integrated Systems + 1 Network + 1



Full Brigade Combat Team... 2014 (Twice as many infantrymen as HBCT)



Designed to Support the Warfighters' Enduring Needs

- Joint, Multi-National
- Ubiquitous, Distributed Network on the Move
- Strategic Responsiveness
- Dominant Full Spectrum Operations

Soldiers as the

- Battle Command
- Self-Sustaining
- Embedded Training







Changing Fight; Cold War to Irregular \

(Based on the work of MG (R) Bob Scales)

20[™] CENTURY FIGHT

- Limited Operational maneuver ...50km/day
- Enemy engaged line of sight
- Seize point objectives
- Kill tanks
- Suppress area with fire
- Open maneuver
- Lead with tanks
- Protection from tanks
- Infrastructure to support mass (35k tons/BCT)
- Secure LOC with movement

21^{SI} CENTURY FIGHT

- Extended Operational maneuve ...400km/day
- Enemy engaged "Over the Hill"
- Control area; populations
- Kill infantry
- Discrete, Precise killing
- Maneuver in close, complex ter
- Get mounted infantry close
- Protection from ATGMs
- Operational Maneuver without mass (10k tons/BCT)
- Reduce, eliminate LOC



Irregular Warfare presents a Tactical Dilemma

Soldiers are most effective, better protected and least likely to become casualties in the close fight when they:

- Are mounted as long as possible
- Know where the enemy is
- Use precision weapons

The enemy intends to kill us:

- Mounted: With IEDs and, eventually, with ATGMs, and RPGs.
- Dismounted: Draw us into complex terrain where Cold War fighting vehicles are least effective.

Answer Develop technologies and resulting capabilities and finish a hidden enemy of hat is mount and die in large

- Ree pessidiers mounted longer in the close fight, and
- Provide Leaders and Soldiers the information (network) and the means (systems) necessary to find, fix, and finish a hidden enemy



FCS Capabilities in Irregular Warfare

- "See first" in combination with the network results in:
 - Shared situational awareness among units and soldiers
 - Ability to monitor vast territory
 - Enhanced knowledge of the enemy
- "Act first" In combination with the network, superior maneuverability and precision fires results in:
 - Ability to surround and destroy enemy concentrations
 - Enhanced ability for discrete killing in the midst of civilians
 - Dispersed enemy; unable to connect with population or mass
- Small logistical footprint, improved vehicle efficiency, and the network results in:
 - Sustained presence in the field
 - Larger area of operational control

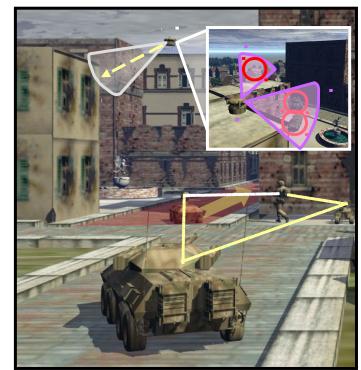
Distributed operations



Designed for Urban & Complex Environments

Compared to Today's Heavy Brigade:

- 10X More Unmanned Assets
- 6X More Sensors . . . All Networked
- 2X More Infantry Soldiers
- 3X More Reliable and Maintainable
- Next Generation Manned Ground Vehicles
 - Increased lethality and survival
 - Chemical/Bio Hardened



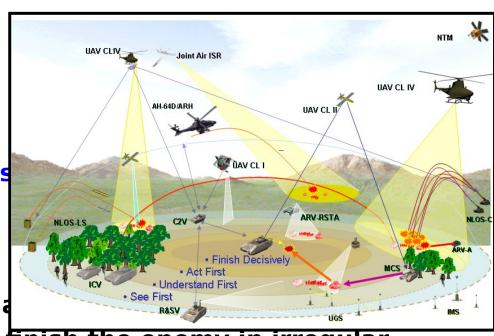




FUTURE COMBAT SYSTEM - BOTTOM-

RELEVANT TO THE 21st CENTURY

- FCS is NOT a Cold War System
- Joint and Full Spectrum
- Drives autonomy down to Company / Platoon level
- Operational and Tactical advantages enabled by Technology:
 - Aerial and Ground Sensors
 - Network
 - Precision Weapons
 - Active Protection System
 - Robotic Surrogates
 - Light weight combat systems with advance propulsion
- Allows a Mounted Fight as long as possible
- Maintains "TOUCH", cohesion,
- Improves ability to find, fix and finish the enemy in irregular warfare





STRATEGIES

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

- Reinforce our Centerpiece: Soldiers as Warriors
- Train Soldiers
- Enhance the Combat Training Centers
- Grow Adaptive Leaders
- Equip our Soldiers



Army Leaders in the 21st Century "The

Pentathlete"

Personifies the

to statesmanship to

It's a way of life

Multi-skilled Leader

- Strategic & creative thinker
- **Builder** of leaders and teams
- Competent full spectruz warfighter or aspects, from war fighting accomplished professional who supports the Soldierenterprise management...
- Effective in managing leading & changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understands cultural context, and works effectively across it

Leader Attributes

- **Set the standard** for integrity and character
- **Confident** and competent decisionmaker in uncertain situations: Warrior Ethos in all
 - Prudent risk taker
 - Innovative
 - Adaptive
 - Accountable
 - **Empathetic** and always positive
 - Professionally educated and dedicated to life-long learning
 - Effective communicator



Review of Education, Training and Assignments for Leaders (RETAL) Task Force Mission

Develops strategies and action plans that enable the Army to best train, develop, and assign military and civilian leaders, capable of accomplishing complex and challenging missions in the 21st Century National **Security Environment.**

RETAL Task Force Approach &

PHARECOMPRESADATIONS success, recommend change ...

- Civilians ... CREATE
 - Establish an Identity
 - Establish a Civilian Corps Development System (CCDS)/Civilian Corps Management System...Invest in Civilian Leader Development
- NCOs ... EXPLOIT
 - Conduct a study to determine how the Army can maximize the utilization of the NCO while retaining the NCO Pentathlete
 - Develop a comprehensive learning strategy with life long learning
 - Integrate and synchronize distributed learning..."Warrior University"
- Officers ... ADJUST
 - Expand competency to full spectrum ... equally adept at nonkinetic...Change the Culture
 - Address gaps: cultural awareness, governance, enterprise management / strategic leadership

PHASE II: Communicate, institutionalize, implement ...

- **Communicate** the vision to internal and external audiences
- Institutionalize the review (invest, policy, feedback, and assessment)
- Implement Officer, NCO, and Civilian Action Plans...Link to DoD Human Capital Strategy



STRATEGIES

Provide Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions

- Adjust the Army's Global Footprint to Create Installations that are "Flagships of Readiness"
 - Execute BRAC Implementation Plan
 - Improve Global Defense Posture including Stationing for Army Modular Forces
- Implement Business Transformation Initiatives
- Develop the LandWarNet Institutional Information Infrastructure



Business Transformation...Freeing Up Resources for the Operational Army...Providing Improved Equipment to the Soldier Faster

- <u>Continuously improve</u> our reset, repair, manufacturing and administrative <u>processes</u>
 - Lean / Six Sigma methodology... take the "work out" of the system
 - Limit the authority to hire to...Three Star and Higher
- Apply information technology to achieve process improvements
- Organization Analysis and Design
- Outsource where it makes sense ... Privatization of Installation Housing, Utilities and Lodging, A-76
- Establish a three dimensional <u>Army Business Culture</u>: passionate about continuous improvement...focused on performance...with a foundation based on the enduring <u>Army Values</u>
- <u>Empower leaders</u> to make the required changes and hold them <u>accountable</u>

Major Reductions... Cost and Cycle Time... improved Quality of Output



STRATEGIES

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life

- Recruit and Retain the All-Volunteer Force
 - Recruiting and Retention
 - Stabilizing Soldiers and Units to Enhance Cohesion and Predictability
- Care for Soldiers and Army Families
- Improve Soldier and Family Housing
 - Residential Communities Initiative
 - Barracks Improvement and Modernization



Retention and Recruiting - FY06

RETENTION TRACKER - FY06			
COMPONENT	FY 06 ACHIEVED	FY 06 OBJECTIVE	% OF FY 06 OBJECTIVE ACHIEVED
Active	67,292	64,200	104.8%
National Guard	41,083	34,875	117.8%
Reserve	18,223	17,712	102.9%
RECRUITING TRACKER - FY06			
COMPONENT	FY 06 ACHIEVED	FY 06 OBJECTIVE	% OF FY 06 OBJECTIVE ACHIEVED
Active	80,635	80,000	101%
National Guard	69,042	70,000	98.6%
Reserve	RE215,187481D	RE 25/300 T7	TODAY ASEDSTOMORRO

ARMY VIDEO



THE SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my Warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

ARMY VALUES: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage

ARMY STRONG LOGO